British Columbia
Farm Industry Review Board

2011/12 – 2013/14
Strategic Plan Summary

Carried forward to:
2014/15

ADDENDUM

The BC Farm Industry Review Board (BCFIRB) reviewed and assessed the 2011/12-2013/14 Strategic Plan in light of its' present day mandates, vision, goals and objectives. Following the review, BCFIRB members confirmed the continued application of the Strategic Plan to 2014/15 with revisions to reflect BCFIRB's new mandate under the *Protection of Cruelty to Animals Act* as follows:

Mandates of the British Columbia Farm Industry Review Board

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Prevention of Cruelty to Animals Act

- hear appeals related to certain animal custody and cost decisions of the BC Society for the Prevention of Cruelty to Animals

This mandate will be managed in accordance with:

Goal 3: Effective, fair and independent resolution of inquiries and disputes (*Page 5*)

Objective 3.1: Ensure issues and disputes arising within the British Columbia Farm Industry Review Board's jurisdiction are resolved in a fair and timely manner applies, along with its identified strategies, actions and outcomes. BCFIRB will report performance for this new mandate as part of its Annual Service Plan Report which will be posted to BCFIRB's website.

We look forward to continuing to implement and report on our strategic plan with our partners in the agriculture and animal welfare sectors. As a tribunal, BCFIRB continues to build on processes that support good governance and effective, fair, and independent decision making in all its mandates.

On the behalf of BCFIRB,

John Les, Chair

August 1, 2014

February 23, 2012

20011/12 – 2013/14 STRATEGIC PLAN

It is my pleasure to present the British Columbia Farm Industry Review Board's 2011/12-2013/14 Strategic Plan. This plan establishes our key goals and will guide our activities over the next three years.

Since the early 1920's the Legislature has taken the view that if there is a regulated marketing system, a board independent of government to supervise marketing boards and commissions is necessary. The courts have also expressly noted that our board's role in the regulated marketing sector is to protect the public interest. With respect to our farm practices role, the courts have similarly found that our purpose is to find "balance" between the needs of farmers and the needs of neighbors.

Social, environmental, and economic forces have a significant influence on agriculture. In preparing our plan, we concluded that those key issues originally identified in our 2008/09 – 2010/11 Strategic Plan continue as important factors for agriculture today and into the future.

Stemming from these key influences on agriculture, this Strategic Plan explains how BCFIRB will lead in accountability, governance, and proactive resolution of issues within regulated marketing and farm practices in BC. It considers the imperatives of managing change and promoting innovation in response to both risks and opportunities.

We look forward to sharing and implementing our strategic plan with B.C.'s regulated marketing boards and commissions, and our partners throughout the agri-food sector. Working cooperatively, we can anticipate effective outcomes as a result of adopting a principles-based regulatory framework and supporting improved governance.

Ron Kilmury
Chair

Introduction to the Strategic Plan

This strategic plan sets out the British Columbia Farm Industry Review Board's (BCFIRB) goals, strategies and deliverables for the next three years.

Mandates of the British Columbia Farm Industry Review Board

Natural Products Marketing (BC) Act

- general supervision of regulated marketing boards and commissions (commodity boards)
- hear appeals from persons aggrieved by or dissatisfied with orders, decisions or determinations of commodity boards
- signatory to Federal-Provincial Agreements for supply-managed commodities

Farm Practices Protection (Right to Farm) Act

- hear complaints from persons aggrieved by odour, noise, dust or other disturbances arising from farm operations
- may also study and report generally on farm practices in the province

Agricultural Produce Grading Act

- hear appeals from ministerial refusing, suspending, revoking or not renewing grading licenses

BCFIRB is accountable to government for its administrative operations, but is independent of government in its decision-making. As an administrative tribunal, BCFIRB ensures that the public interest is served and protected within its mandate.

Strategic Context

Agriculture

As part of the strategic planning process, BCFIRB reviewed its mandates in view of the challenges and opportunities within agriculture in British Columbia. It was concluded that the challenges and opportunities originally identified in the 2008/09-2010/11 Strategic Plan continue to be relevant. BCFIRB needs to meet these challenges and to take advantage of opportunities while remaining cognizant of risk and change management.

Agri-food Sector Environment

Structure and Organization of Agriculture

- Regional concentration and vertical integration
- Increasing demand for choice and innovation
- Pressures on supply management
- Increasing urban/rural interface

Social and Environmental Considerations

- Animal welfare
- Food safety
- Environmental impacts of production
- Changing climate

Federal-Provincial Relationships

- Support of national supply management sector
- BCFIRB collaboration with supervisory counterparts

Society and Organization Environment

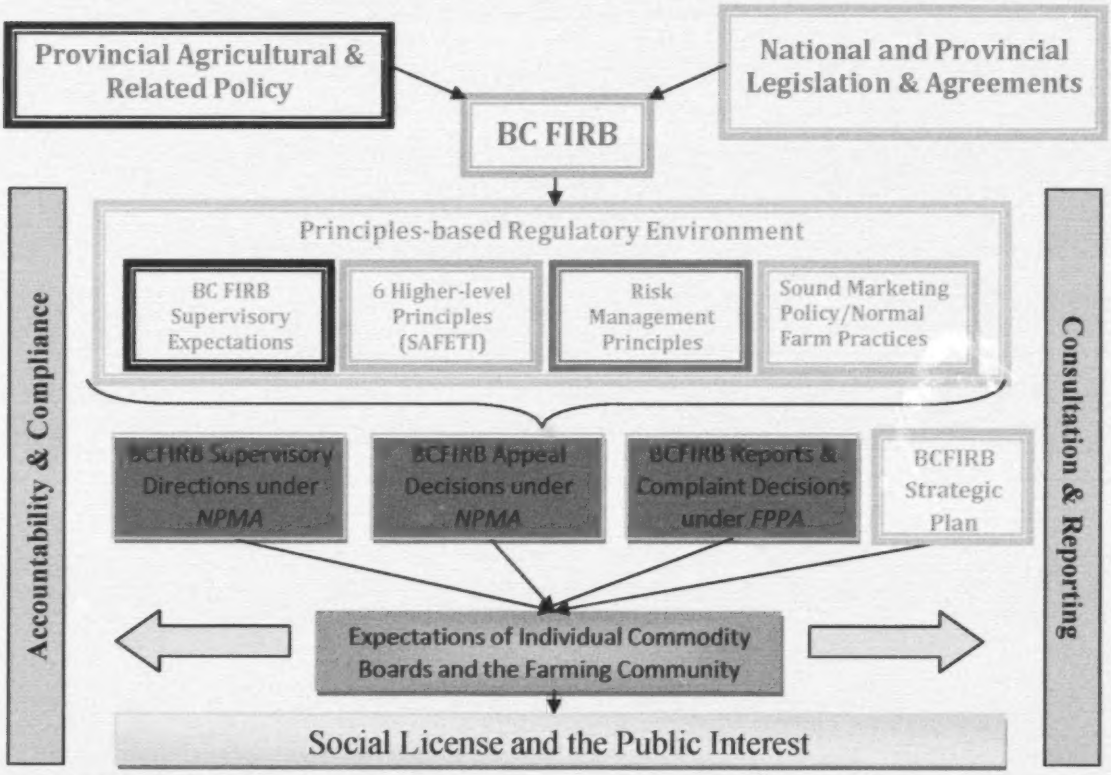
External Influences

- Technology and advances in social media
- Workplace demographics and knowledge continuity
- Workplace innovation

Accountability Framework

The Accountability Framework establishes context for decision-making and direction by both BCFIRB and the commodity boards.

Provincial Accountability Framework


Provincial Agricultural & Related Policy
National and Provincial Legislation & Agreements
BC FIRB
Principles-based Regulatory Environment
BC FIRB Supervisory Expectations
6 Higher-level Principles (SAFETI)
Risk Management Principles
Sound Marketing Policy/Normal Farm Practices
BCFIRB Supervisory Directions under NPMA
BCFIRB Appeal Decisions under NPMA
BCFIRB Reports & Complaint Decisions under FPPA
BCFIRB Strategic Plan
Expectations of Individual Commodity Boards and the Farming Community
Social License and the Public Interest
Accountability & Compliance
Consultation & Reporting

British Columbia Farm Industry Review Board

Vision

A dynamic, responsive and sustainable agri-food system in British Columbia through:

Existing Governance	To	Effective Self Governance (goal 1)
Rules-based Regulation	To	Principles-based Regulation (goal 2)
Dispute Resolution	To	Dispute Prevention (goal 3)

Mission

To promote and support a strong agri-food system that serves the public interest by:

- Ensuring effective governance and sound leadership of the regulated marketing sector;
- Encouraging a collaborative chain approach throughout the regulated marketing sector from producer to consumer;
- Encouraging improved relationships between agricultural interests and their communities; and,
- Providing fair, independent, and effective dispute resolution and inquiry processes.

Values & Higher-level Principles

BCFIRB values a working environment of mutual respect, accountability and fiscal responsibility, guided by the following principles (SAFETI):

Strategic	*Identify key opportunities and systemic challenges, and plan for actions to effectively manage risks and take advantage of future opportunities.*
Accountable	*Maintain legitimacy and integrity through understanding and discharging responsibilities and reporting performance.*
Fair	*Ensure procedural fairness in processes and decision-making.*
Effective	*A clearly defined outcome with appropriate processes and measures.*
Transparent	*Ensure that processes, practices, procedures & reporting on exercise of mandate are open, accessible and fully informed.*
Inclusive	*Ensure that appropriate interests, including the public interest, are considered.*

British Columbia Farm Industry Review Board: Goals, Strategies, Actions & Outcomes

Goal 1
A regulated marketing system with effective self-governance

- Policies & practices supporting self governance
- Communications that demonstrate and facilitate effective self governance
- A framework for accountability
- Assess progress
- Report annually on progress

HOW

Lead By Example
- Review and finalize governance policies and practices
- Make publically available

Communicate & Influence
- Use BCFIRB governance to model and communicate standards
- Support commodity boards in use of governance framework

Report Progress
- Indicators – adoption & use of self governance policies and practices
- Survey – measure commodity boards on their use and review of governance framework
- Assess – set benchmarks and report on progress toward effective self-governance

Goal 2
A principles-based, outcomes-oriented approach to regulation

- Define principles
- Communications support the learning and application of principles in outcomes
- Identify opportunities to reinforce goal through appeals and reviews
- Assess progress
- Report annually on progress

HOW

Lead By Example
- Set expectations
- Use principles-based approach policy and direction
- Engage broader community of interests to inform actions

Communicate & Influence
- Engage commodity boards on the use and application of Accountability Framework and principles-based approach

Report Progress
- Indicators – adoption and use of principles-based regulatory approach in decisions, policies and practices
- Survey – monitor commodity boards on the integration of principles-based approach in decisions and operations
- Assess – set benchmarks and report on progress toward increasing use of principles in decisions, policies, & practices

Goal 3
Effective, fair and independent resolution of inquiries and disputes

- Define practices and procedures to dispute resolution
- Communications and training support alternative and proactive dispute resolution techniques
- Identify opportunities to continue building and reinforcing
- Assess progress
- Report annually on progress

HOW

Lead By Example
- Practice dispute prevention and alternative dispute resolution
- Lead within the BC Administrative Tribunal community
- Improve available information on processes

Communicate & Influence
- Encourage - commodity boards' use of alternative dispute resolution techniques

Report Progress
- Indicators - track BCFIRB's progress on timely completion of complaints and appeals.
- Survey – monitor stakeholder perception of procedural fairness, and effectiveness

Summary

Mission

To promote and support a strong agri-food system that serves the public interest

Goals

A principles-based, outcomes-oriented approach to regulation

A regulated marketing system with effective self-governance

Effective, fair and independent resolution of inquiries and disputes

Strategies

- Lead by Example
- Communicate & Influence
- Report Progress

Measurable Outcomes

Capacity Building
Communication & Outreach

Create and execute a communication strategy with activities building internal and external capacity for improved governance, principles-based regulation, & dispute prevention/dispute resolution

Reporting
Annual Progress Report

Produce an annual assessment on progress toward achieving the three goals. Report on implementation of the 6 higher-level principles in BCFIRB's work and their uptake and integration by commodity boards. Performance, targets, and progress will be presented against baselines.

Guiding Principles (SAFETI)

Strategic	Accountable	Fair	Effective	Transparent	Inclusive
opportunity & risk	responsibility, legitimacy & integrity	process & decision making	process & outcomes	process, practice, procedure	interests & public interest